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ABSTRACT

In fiscal year (FY) 1984 the Administration for Native Americans awarded 227 grants for social and economic development strategies (SEDS) which would help Native American communities move toward self-sufficiency. More than half the grants were primarily for economic development; approximately one-third were for improving tribal governments, and about one-tenth were for social development. The remaining grants focused on a combination of activities. The economic development efforts were aimed at establishing or expanding business enterprises, creating employment, and increasing income from natural resources. Numerous tribal governments were strengthened; for example, 44 tribes enacted tribal codes, 13 tribes initiated new tax collection and management systems, and 47 tribes adopted merit employment systems. Grants for social development often contributed to a tribe's economic development as well. Grants establishing day care centers and service networks to help the elderly and alcohol and drug abusers provided needed social services as well as jobs for tribal members. This report summarizes numerous projects implemented by American Indian, Native Hawaiian, and Alaska Native communities. Appendices include a summary of expenditures for FY 1984, a list of grant recipients, and graphs showing the impact of SEDS grants on Native American employment and economic growth. (JHZ)

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U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Office of Human Development Services
Administration for Native Americans

Pathway to Self-Sufficiency

Social and Economic Development Strategies of Native American Communities

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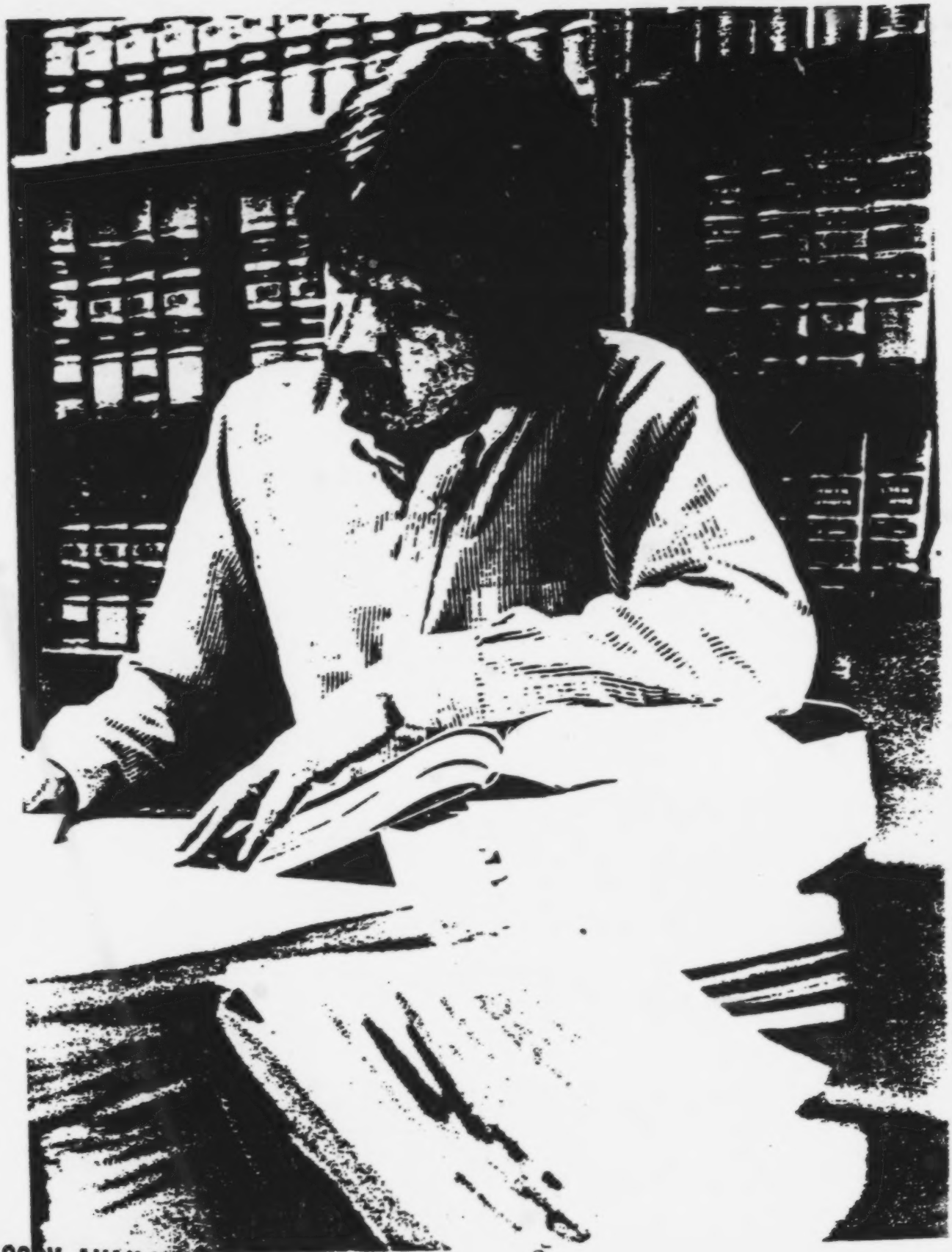

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U.S. Department of
Health and Human Services
Margaret M. Heckler
Secretary

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Pathway to Self-Sufficiency

Social and Economic Development Strategies of Native American Communities

"This Administration will take a flexible approach which recognizes the diversity among tribes and the right of each tribe to set its own priorities and goals. Change will not happen overnight. Development will be charted by the tribes, not the federal government."

—President Ronald Reagan
Indian Policy Statement
January 14, 1983

A Report of the Administration for Native Americans
Office of Human Development Services, Department of Health and Human Services
Washington, D.C. 20201
1985

DHHS Publication No. (OHDS) 85-10013

DEPARTMENT OF HEALTH & HUMAN SERVICES

Office of
Human Development Services

Assistant Secretary
Washington DC 20201

September 1985

Dear Colleague:

In Fiscal Year 1981, the Administration for Native Americans (ANA) made a modest beginning with a new funding approach called "Social and Economic Development Strategies" (SEDS). In that year, twelve Indian tribes with energy resources and 16 Native American organizations were asked to make a commitment to long-range efforts to community self-sufficiency. Developed in consultation with Native American leaders from all over the nation, SEDS moved ANA away from funding basic administrative services and filling social service gaps to funding substantive, measurable activities--designed and implemented by the tribe or organization--which would improve social and economic conditions for tribal and community members.

Today, every tribe or Native American organization which receives grant funds from the Administration for Native Americans makes a commitment to self-sufficiency through social and economic development strategies. In FY 1984, 227 grantees received $27.3 million for SEDS activities. In the last two years alone, 24,147 jobs have been created for Native American people.

This report briefly captures the history and philosophy of the SEDS approach, highlights the progress made by ANA grantees in FY 1984, and provides a look at some of the current activities of the tribes and Native American organizations which have embraced SEDS as a way for Native American people to control their own destiny, preserve their special and distinct heritage, and gain the social and economic benefits which every American should have.

Sincerely,

William Lynn Engles
Commissioner
Administration for
Native Americans

Dorcas R. Hardy
Assistant Secretary
for Human Development Services

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Contents

Chapter — Page

Setting the Stage
Administration for Native Americans: A Mission ____ 5

Charting the Course
Social and Economic Development Strategies (SEDS) ____ 7

Realizing the Benefits ____ 9

Results
Examples of SEDS Projects ____ 11

One Community in Action: Hawaii ____ 15

Appendices

Figure 1. Impact of ANA Grants on Native American Employment, FY 1983-84 (by quarter and cumulative) ____ 16

Figure 2. Increase in Native American Business Enterprises, based on ANA funding of Social and Economic Development Strategies (SEDS) - FY 1983-84 ____ 16

Figure 3. Pay-off on ANA Grants - Maximus, Inc. Study ____ 17

Administration for Native Americans: Summary of Expenditures - FY 1984 ____ 18

ANA SEDS Grants - FY 1984 ____ 20

ANA Training/Technical Assistance Grants - FY 1984 ____ 29

ANA Research/Development/Evaluation Grants - FY 1984 ____ 33

Transfers to ANA from other agencies; transfers from ANA to other HDS agencies ____ 33

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Setting the Stage

Administration for Native Americans: A Mission

The Administration for Native Americans (ANA) is a small federal agency with a big mission: promoting social and economic self-sufficiency for American Indians, Native Hawaiians and Alaska Natives.

There are approximately 1.5 million American Indians and Alaska Natives living in the United States. According to the Bureau of Indian Affairs, approximately half that number live on reservations; the others live in urban or other off-reservation areas. There are almost 300 federally-recognized tribes and 200 Alaska Native villages. The Administration for Native Americans serves not only the American Indian and Alaska Native population, but also an additional estimated 200,000 Native Hawaiians. According to the Bureau of the Census, the number of American Indians and Alaska Natives increased by 72 percent between 1970 and 1980, eight times the growth of the American population as a whole. About one-third of all Native Americans are under 15 years of age, compared to about one-fifth of all Americans. Less than 8 percent are over 60 years of age, compared to 10 percent for the population as a whole. These figures reflect the higher birth rate and the lower life expectancy for American Indians and Alaska Natives.

ANA is the only Federal agency which serves all Native Americans regardless of where they live or what their tribal or group affiliation may be. ANA fulfills its mission of promoting self-sufficiency by providing financial assistance grants to a wide variety of Native American groups: American Indian tribes (both federally recognized and non-federally recognized); Alaska Native villages; tribal consortia; and urban and rural organizations. ANA also awards grants to national organizations and Native American groups. ANA encourages communication and cooperation among the many diverse groups of Native Americans and among Native Americans and the federal government, state and local governments, and the private sector. The agency initiates and/or participates in federal interagency agreements which target, coordinate, and manage federal funds efficiently with little or no administrative overlap. Finally, in the past ANA has provided funds for the purpose of training, technical assistance, research, demonstration, and evaluation.

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Charting the Course

Social and Economic Development Strategies (SEDS)

In its early years, ANA used its funds primarily to support a basic administrative structure (core administration) for tribes and Native American organizations and to fill in social service gaps. In 1981, ANA departed from this funding tradition to initiate a bold, innovative approach which ushered in the beginning of a long term developmental process: a community-based strategy for dealing with community issues that often appeared to be outside the control of tribes and organizations—employment, productivity, housing, control of human and economic resources.

ANA worked with tribal and other Native American leaders to develop this new approach: community-determined social and economic development strategies (SEDS) which would help communities move toward self-sufficiency. Unfortunately, the lack of a strong social and economic base had made many Native American communities especially dependent on federally-designed, federally-funded and federally-operated programs. In fact, a study of the impact of increased federal spending revealed that only five percent of the money was actually spent within the Indian community. Federal funding appeared to be perpetuating an economic pass-through of funds, not an economic system which would benefit Native American people. Native Americans, in large measure, consumed goods and services which were produced, with the attendant benefits, by non-Indian people.

At the same time, federal practices provided too little opportunity for federally-recognized tribes to exercise their own sovereign authority. ANA, however, viewed Indian tribal governments as institutions with the right—and the responsibility—to set the pace and determine the direction of social and economic development on their own reservations. The expected benefits would be more jobs, better housing, improved communities, and increased services. Moreover, ANA viewed off-reservation organizations as having the potential to be more than social centers. These organizations, ANA believed, could serve as focal points where Native American people could have an opportunity to become a part of community decision-making processes and help move Native Americans closer to social and economic self-sufficiency.

This new ANA SEDS approach aimed to break the ingrained cycle of dependency on federal grants and non-Indian productivity by encouraging long range efforts on the part of Native Americans to establish a sound base for balanced social and economic development.

The development of the SEDS approach to funding tribes and Native

American organizations began with questions: What is self-sufficiency? When is a Native American community self-sufficient? The answer became a cornerstone to the emerging SEDS philosophy. A Native American community is self-sufficient when it can generate and control the resources which are necessary to meet the needs of its members and to meet its own social and economic goals. SEDS is based on the premise that the local community has the primary responsibility for determining its own needs, planning and implementing its own programs, and building a strong economic base through effective use of its own natural and human resources.

Three Goals

Under its SEDS program and funding policies, ANA has three primary goals:

- To help develop or strengthen tribal governments, Native American institutions, and local leadership to assure effective decision-making and community control over all resources.
- To foster stable, diversified local economies which provide jobs and reduce dependency on social services.
- To support access to and coordination of programs and services which safeguard the health and well-being of a community and its people.

These goals are consistent with President Reagan's Indian Policy Statement of January 14, 1983. At that time, the President announced his commitment to Indian self-government and set forth a series of federal policies to reduce the excessive federal control which has stifled local decision-making, thwarted Indian control of Indian resources, and promoted dependency rather than self-sufficiency.

The Administration for Native Americans introduced SEDS with grants to 12 tribes and 16 Native American organizations in FY 1981. Based on the success of this limited application of the new funding policy, ANA, in FY 1982, made SEDS the central program vehicle through which to implement its legislative mandate to promote self-sufficiency among Native Americans.

Currently, all applications for SEDS funds are competitively reviewed by ANA staff, with assistance from outside panels of experts, to identify those proposals which appear most likely to bring about permanent, beneficial change for Native American communities. Applicants must state specific, measurable goals based on the developmental needs of the community. After funding, grantees must report what they have accomplished based on the goals which were set.

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Pathway to Self-Sufficiency:

Realizing the Benefits

Tribes and organizations are finding that SEDS provides the means through which lasting change may take place. In the past 3 years, the policy has benefited all of the groups ANA was established to serve. It has met with success in Indian tribes, Alaskan villages, Hawaiian communities and urban organizations. Given determination and motivation on the part of the community, SEDS strategies have worked regardless of the local resources which are available, the level of political development of the community, or the social or economic needs of local people.

Every study or evaluation of the SEDS approach has indicated a substantial payoff to tribes and organizations. For example, a 1983 evaluation of SEDS, completed by Maximus, Inc., found that for every ANA dollar invested in locally-determined social and economic strategies, returns to the community ranged from $3 to $43 (See Appendix). This evaluation did not measure, of course, the lasting benefits to a tribe or community which come from adopting and enforcing codes and ordinances, zoning its neighborhoods, licensing its vendors, improving personnel policies, creating employment, increasing its productivity, improving its services, or improving the health and well-being of its people.

In FY 1984, ANA also enhanced Native American social and economic development strategies by negotiating and planning, in cooperation with the Administration for Children, Youth and Families (ACYF), the first joint program announcement of the Office of Human Development Services (HDS) and the Bureau of Indian Affairs (BIA) to improve child welfare services to Indian children and their families. The notice, which appeared in the *Federal Register* on November 7, 1984, announced the availability during FY 1985 of $8.8 million from the Bureau of Indian Affairs (the Bureau's entire social service appropriation) and $2.75 million from HDS. The latter figure included $1 million from ANA and $1.75 million from ACYF—the first funds which the two agencies had ever set aside for this purpose. The HDS announcement specifically stated among its purposes "the development of Tribal and Indian organizations to more appropriately address Indian social service needs"—a typical SEDS approach to social issues. HDS priorities included reuniting Indian children with their families or placing them in permanent adoptive homes, reuniting runaway Indian youth with their families, and protecting Indian children from abuse or neglect.

In FY 1985, BIA has made 155 awards under this announcement; HDS received applications from 88 groups and expects to make approximately 40 awards. This joint announcement illustrates the potential for increased cooperation among the federal agencies, one of the provisions of the President's Indian Policy Statement of 1983. As part of the joint program, ANA, ACYF, and BIA will work together to share information and coordinate resources. Tribes will be encouraged to set up working relationships with state, county and local governments through joint child welfare planning and agreements.

FY 1984 SEDS Funding

ANA funded 227 SEDS grants in FY 1984, up from 172 grants in FY 1983. The agency was able to award more SEDS grants because of a million dollar increase in agency appropriations and a decrease in the average size of a grant. (Tables showing ANA annual appropriations and a list of FY 1984 grants appear in the Appendix.)

These grants include the first of a series of SEDS grants under a major Alaska initiative, which will provide approximately $4.5 million for Alaska Native development over 3 years. The achievement of local goals is important for all Native Americans, but there is a special urgency in Alaska. The Alaska Native Claims Settlement Act (ANCSA) placed a 20-year moratorium on the sale of land and stock in the native corporations which were created by that act. The moratorium expires in 1991. By that time, Alaska Native villages must be fully able to manage their resources and assets and provide the necessary social services to the village members.

The purpose of the SEDS initiative in Alaska is to help Alaska Natives take advantage of economic opportunities under the Settlement Act, to retain their native culture, and to be ready for the expiration of the moratorium. The grants are available to non-profit native organizations and local communities or villages.

ANA awarded 15 Alaska grants totaling $1.5 million in FY 1984 and 18 grants totaling $1.3 million in FY 1985. An announcement will be published soon under which ANA expects to award up to 15 additional grants totaling $1.5 million in FY 1986.

In FY 1984, ANA continued to support the work of the Council of Energy Resource Tribes (CERT), a non-profit Indian organization made up of 40 Indian tribes with substantial energy and other natural resources, such as oil, coal, natural gas, uranium, oil shale, geothermal and alternate energy resources.

CERT has made a major commitment to tribal self-sufficiency as part of a 5-year plan which was drawn up in 1980. ANA provides assistance through a grant to CERT, SEDS grants to individual CERT member tribes, and interagency agreements with the Bureau of Indian Affairs and the Department of Energy. ANA funding to CERT and CERT member tribes helps strengthen tribal governments' management and control of their energy resources, creates unsubsidized jobs, increases business opportunities and revenue, and stimulates reservation economies toward self-sufficiency. At the same time, these activities contribute toward the nation's goal of energy self-sufficiency.

In FY 1984, ANA also continued to support the work of the Council of Tribal Employment Rights, a non-profit corporation which represents approximately 90 Tribal Employment Rights Offices (TEROs) on a national basis. Since the origin of the first TEROs in 1977, these rapidly growing organizations have brought about dramatic changes in Indian employment, sometimes helping to increase employment on or near reservations by 300 percent.

A TERO helps a tribe use its sovereign authority to enforce Indian preference and employment rights in jobs on the reservation. A tribe begins by passing and enforcing an ordinance which requires every employer on the reservation to give preference to Indians in hiring. Prior to the TERO effort, it was common, for example, for companies to build roads, bridges and buildings on reservations, often with federal funding, without hiring a single Indian worker. For several years, TEROs have worked with great success to correct such inequities. TEROs are also working to develop opportunities for jobs or training in new businesses or in companies off the reservation. To do its work a TERO keeps up with the tribal labor force and knows the skills and qualifications which are available in order to match them with those which are needed by employers.

The Council for Tribal Employment Rights uses its ANA funding, as well as private sector contributions, to provide training and technical assistance to tribes, Native American organizations, governmental agencies and private sector employers in all aspects of Indian preference, tribal employment rights enforcement, and economic development strategies involving the sovereign powers of tribes.

Results

An analysis of ANA's 227 SEDS grants in FY 1984 reveals that more than half were primarily for economic development, approximately one-third were for the improvement of tribal governments, and about one-tenth were for social development. The remaining grants focused on a combination of activities.

The economic development efforts focused on establishing or expanding business enterprises, creating employment, and increasing income from natural resources. These efforts resulted in:

- 11,165 jobs for Native American people.
- 543 Indian and 58 Native Hawaiian business efforts started or expanded.
- 26 new Tribal Employment Rights Offices established on reservations, bringing the total to 90.
- 108 housing units constructed or renovated on reservations and in urban areas.
- $52,000,000 in increased income from tribal energy resources.

In addition, the Council of Energy Resource Tribes completed 49 reports of significance to tribal development: four on oil and gas management, three on uranium management, three on coal management, 10 on other energy resources, five on environmental protection, and 24 on national issues or other specialized projects.

A number of tribes strengthened their tribal governments, with these results:

- 44 tribes enacted tribal codes, including 35 business or commercial codes, eight tax codes, and one environmental protection code. In addition, 13 tribes initiated new tax collection and management systems, including reservation income taxes and user taxes such as hunting and fishing licenses.
- 47 tribes adopted merit employment systems.
- Ten tribes participated in ANA's Cooperative Management Initiative (CMI), which gives a tribe increased control and improved management of programs which are funded by components of the Office of Human Development Services—ANA, the Administration on Aging, and Head Start. Through CMI, tribes may use centralized planning, buying,

storing, and use of resources and may coordinate programs and use of space. Instead of three systems for three grants, there is one coordinated system. There is also increased communication among people, such as tribal elders assisting in Head Start programs.

In addition, SEDS grants aimed at social development often contribute to a tribe's economic development as well. By establishing day care centers and service networks to help the elderly, alcohol abusers, and drug abusers, these grants provide needed social services as well as jobs for tribal members trained in social work. SEDS grants also helped tribes and organizations establish more than one hundred linkages with local governments for the delivery of social services.

Here are some specific examples of what Indian tribes and Native American organizations are doing to achieve self-sufficiency with the help of SEDS grants from the Administration for Native Americans:

Hotel: The Oneida Tribe of Wisconsin used its ANA grant to develop the financial and management package for the construction of a 200-room, $10.5 million hotel on 56 acres of tribal land near the largest airport serving northeast Wisconsin and upper Michigan. The hotel will create at least 150 new jobs for tribal members and will increase tribal revenue. All funding is in place, construction began in the fall of 1984, and the hotel will be completed in early 1986.

Newspaper, Jobs and Small Businesses: The Klamath Tribe of Oregon established a self-supporting newspaper, set up a job placement office, and obtained a work contract from the Freemont National Forest, which opened up 100 jobs. Tribal members were also given assistance in forming small businesses.

A Gasoline Station, Store, Mobile Home Park, and Cable-TV: The Port Gamble Klallam Tribe in Washington State, now in its third year of ANA funding, conducted feasibility studies for expanding the tribally-owned gasoline station, community store and mobile home park. The tribe is already realizing profits from the mobile home park. Network TV is inaccessible, so the tribe has also laid its own cable, which netted $15,000 in the first year.

Increased Revenues: The Jicarilla Apache Tribe in New Mexico increased its gas and oil revenues by 10 percent by streamlining the monitoring system. The tribe also developed codes for budget and finance and for contract and procurement. Personnel policies were recently enacted by the Tribal Council.

Investments: The Passmaquoddy Tribe of Maine is using ANA funds to coordinate the investment of settlement funds received from the Maine Indian Land Settlement Act of 1980. The tribe has also invested in several businesses, including a blueberry enterprise, a cement company, a radio station, and processing and canning plants. These business holdings have netted 130 percent of the original $2 million purchase price.

Wood, Bait, and Wild Rice: The Business Committee of the White Earth Reservation in Minnesota, using tribal funds, purchased a new sawmill for Ojibwa Wood Products, Inc. That company also spun off the Ojibwa Building Supply Company which now employs six full-time and eight part-time workers. The Ojibwa Bait Company is expected to generate approximately $20,000 worth of business selling dry bait in FY 1984-85. Currently the tribe is planning a new economic venture that will develop a cooperative marketing system to increase sales for the tribe's wild rice crop nationwide.

Day Care and Health Care Services: The Southern Ute Tribe of Ignacio, Colorado, developed tribal day care standards based on state standards. The tribe has also increased home health care, providing homemaker services to 35 people, and opened an adult health clinic which serves approximately 25 patients a month. The clinic is being supported by the tribe's health care program, two private agencies, and a BIA grant.

Downtown Businesses: The Coeur d' Alene Tribe of Idaho used tribal funds to purchase a building in downtown Plummer in August, 1984, which houses several businesses, including the area's only supermarket. The tribe set up a Tribal Development Corporation to separate management of business activity from political activity. The supermarket is operating at a profit and a new Benewah Shopping Plaza is under construction.

Multi-Million Dollar Computer Business: Oklahomans for Indian Opportunity (OIO) provided assistance to a Chickasaw businesswoman who started her own computer business, Frontier Engineering, with only the assistance of her husband. Today, her business grosses $4 million in annual sales, employs 65 people, and purchases many products in the community. This year, OIO helped the business secure large

contracts from the Navy Department and the Federal Aviation Agency.

Big Payrolls: The Muckleshoot Tribe of Washington State started three businesses and a seasonal construction effort in 1984-85. One project, a bingo hall, employs 125 Indian people at an annual payroll of $1.7 million. The bingo hall was launched with an $800,000 loan from the Seminole Indians of Hollywood, Florida, who are partners in the project. The several businesses of the tribe will help to reduce its 64 percent unemployment rate.

High Tech: The Eastern Band of Cherokees of North Carolina have developed a high technology electronics repair and manufacturing operation, a joint venture of the tribe and private investors. About 25 people were trained and now have jobs; the business has shown a profit in its first year of operation and is expanding to include a subcomponent assembly. The tribe also built a fish hatchery to aid in its trout farming business and is developing a brochure to encourage industries to locate on the reservation.

Bay Area Businesses: The Corporation for American Indian Development (CAID) serves a population of 45,000 Native Americans in San Francisco and four surrounding counties. In 1981, the area had only five Indian-owned businesses. CAID is concentrating on business development and has sought and received thousands of dollars' worth of free technical consultation from area business organizations. Several area tribes have new businesses underway or in development, including food supply, timber operations, and a tour service. By helping the local Department of Social Services to hire three Native Americans as caseworkers, CAID has increased local government sensitivity to and contact with the Native American communities of the area.

Alaska Native Businesses: The Fairbanks Native Association, Inc. has used its ANA grant to establish or expand native businesses. To date, technical business assistance has been provided to almost 70 enterprises, including timber, furs, fish processing, retail stores, and many others.

Commercial Fishing and Tourism: St. George, with a population of 175 people, is one of two inhabited Pribilof Islands in the Bering Sea 800 miles west of Anchorage. The community gave up its traditional annual harvesting of fur seals and is converting to a new native economy based on commercial fishing and tourism. The federal government, which has subsidized this sealing industry since 1867, withdrew its support and set up a $20 million trust fund to help the Pribilofs develop alternative industries. St. George is using its $145,000 grant from ANA for long range planning, for engineering and other professional assistance, and for programs to train native residents for jobs in the new economy.

20th Century Fishing: The small community of Atka in the western part of the Aleutian Islands, population 97, is moving from fishing as a means of subsistence to fishing as a means toward self-sufficiency in the 20th century. Atka has used ANA funds to improve an airstrip to fly out shipments of halibut to markets in Canada and the United States. In late 1984, the community received ANA funding to determine the extent of markets for halibut and to work with the North Pacific Halibut Commission on agreements about markets and shipping schedules. In 1984, with a fishing season that ran for 3 days per month for 5 months, 40 Atkan fishermen cleared an average of $5,000 each after expenses.

Jobs, Jobs, Jobs: Self-sufficiency to the Mississippi Band of Choctaw Indians means jobs. Chata Enterprise—supplier of automotive instrument wiring to Packard Electric and the first tribally owned business dating from 1979—will open a third assembly plant by January, 1986 which will employ 200 additional persons. The company currently employs 675 people, 75 percent of whom are tribal members. The expansion to a third 42,000-square-foot building will be made possible in part by a grant from ANA. ANA funding also helped the Choctaws open Choctaw Greeting Enterprise in 1981. This company, the third largest greeting card corporation in the world, employs 200 persons a year. The Chata Development Company, which employs 60 people, has constructed more than 400 new reservation housing units and renovated an additional 200 units. The company has also constructed numerous tribal and business offices, and, most recently, a new day care center. The tribe has an active transit authority which provides bus service from six Choctaw communities to Choctaw Industrial Park. The tribe has plans for a new commercial shopping center and a bingo operation.

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One Community in Action

Hawaii

Today on the island of Molokai in Hawaii, row after row of tomatoes, bell peppers, sweet potatoes, watermelons and snap beans grow year round. These crops mean cash—and self-sufficiency—for thirty full-time, self-employed Native Hawaiian farmers who make up the Hikiola Cooperative.

A few years ago, these farmers—homesteaders—faced the prospect of losing their land following the pullout of the giant pineapple companies. By law, homesteaders were required to have at least two-thirds of their tracts under cultivation or development at all times. Many years ago, it was difficult to make the land productive with diversified agriculture because of the lack of water. In the 1920's, farmers were allowed to sublease their land to either of two pineapple companies, and for more than 50 years the pineapple industry was the major employer. But in the mid-seventies, the big pineapple producers were lured away by cheaper labor in other parts of the world.

Homesteaders were left with their land—and sufficient water, since one of the companies had built a reservoir which could tunnel seven million gallons of irrigation water from the mountains into the fields everyday. Young Hawaiians and their families, wishing to homestead, were also beginning to return to this mostly rural island away from the hassles of city life.

A lot was at stake. If the farmers did not succeed, their homestead lands would, by law, be returned to the state where they could be leased for 99 years to hotel chains or developers, many of whom had their eye on the island. This had already happened on some of the other islands where Native Hawaiians lived a day-to-day existence as squatters on the beaches.

The homesteaders formed a cooperative and called it "Hikiola." Hikiola means "reawakening" or "rebirth." But staffing of the cooperative was erratic. Managers, technicians, bookkeepers came and went as small amounts of funds were available from various funding sources. A 1979 management audit by the University of Hawaii reported that Hikiola needed to become more businesslike.

In 1980, Hikiola applied for and received its first grant from the Administration for Native Americans. Grants continued for 2 more years, as ANA was encouraging its grantees to develop social and economic strategies (SEDS) to meet local needs and bring about long-term development of resources.

Hikiola began to operate more efficiently. Research was done to determine what kind of crops could be sold on the surrounding islands. The co-op purchased seeds, hardware, and supplies; arranged for the shipment of produce to buyers; extended credit; and provided individual assistance and attention to special problems.

Gross sales through Hikiola totalled almost half a million dollars a year. These farmers have been able to earn a good income for their families, and, just as important, to hold onto their farms. Hikiola Cooperative, Inc., is a prime example of how creativity, hard work, and business acumen helped a community of people meet its goal of self-sufficiency—on its own terms!

ANA funding helped, too, but after 3 years, ANA funds weren't needed anymore.

Figure 1

IMPACT OF ANA GRANTS ON NATIVE AMERICAN EMPLOYMENT FY 83 – 84 (BY QUARTER AND CUMULATIVE)

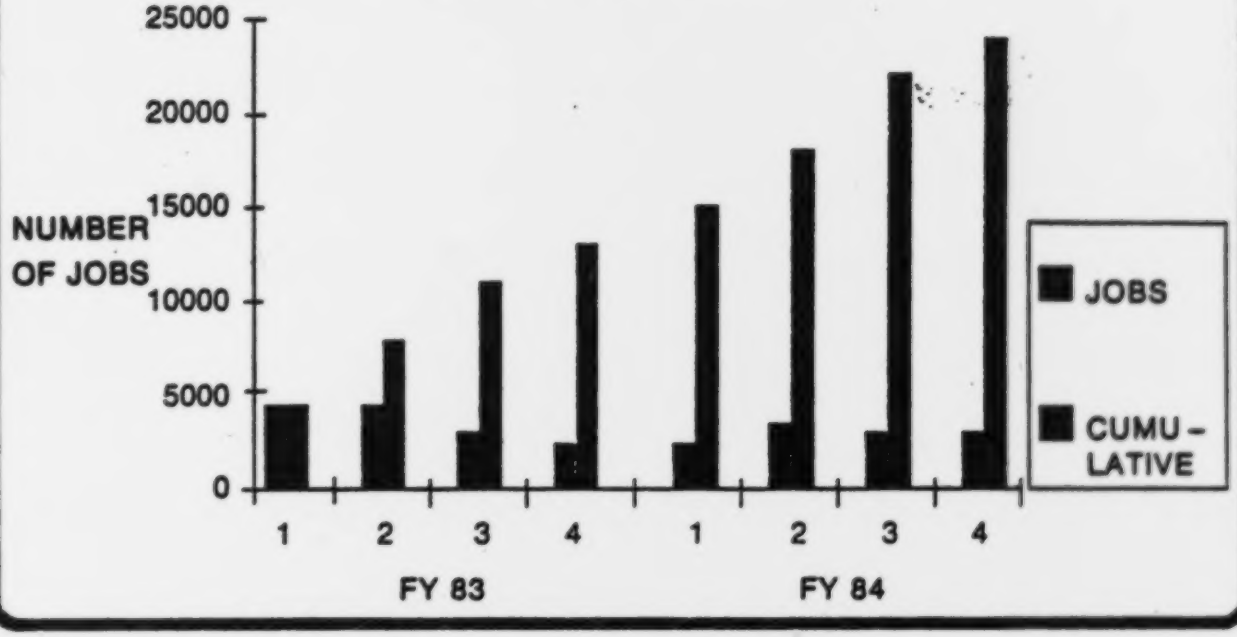


Figure 2

INCREASE IN NATIVE AMERICAN BUSINESS ENTERPRISES BASED ON ANA FUNDING OF SOCIAL AND ECONOMIC DEVELOPMENT STRATEGIES (SEDS) FY 1983 – 1984

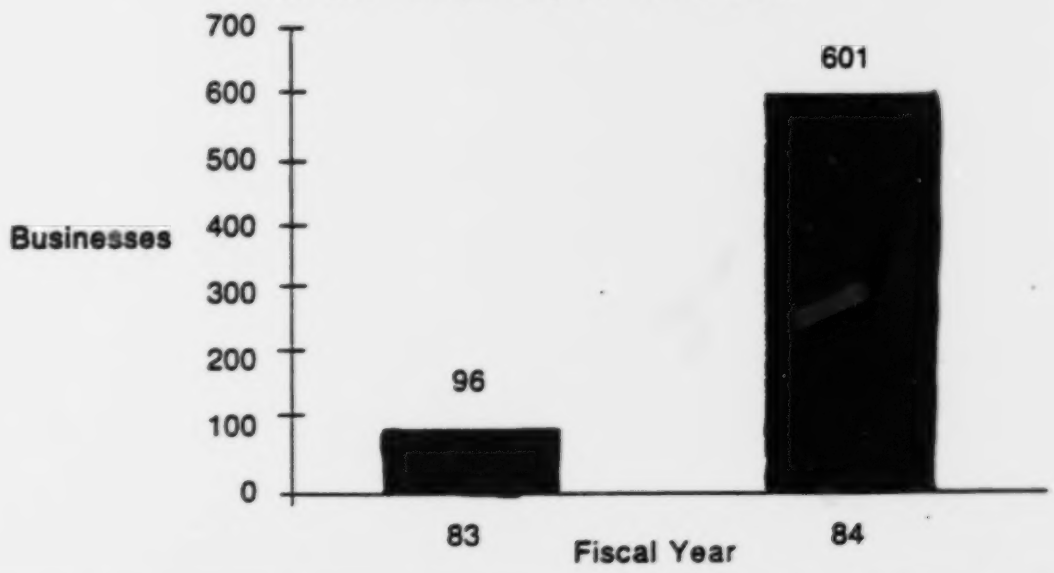
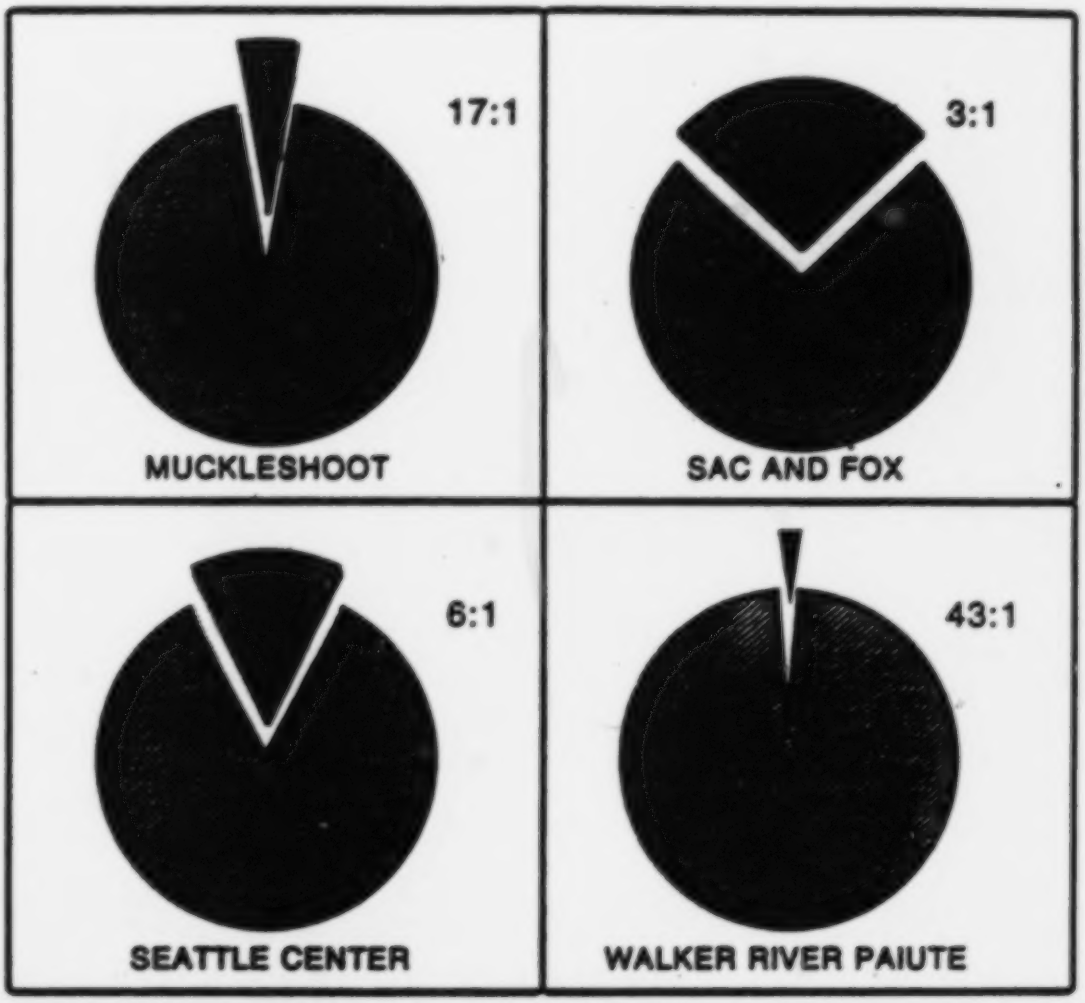


Figure 3

PAY – OFF ON FEDERAL DOLLAR*

FOUR TRIBES/ORGANIZATIONS WITH MEASURABLE
AND TANGIBLE RESULTS ARE SHOWN BELOW



LEGEND:
ANA GRANTS
NON – ANA DOLLARS GENERATED

RATIO OF DOLLARS GENERATED TO ANA, GRANT DOLLARS
APPEARS IN UPPER RIGHT – HAND CORNER OF EACH BOX

* From Defining Pay – off of Social and Economic Development Strategies – Final Report, December 1, 1983, completed by Maximus, Inc.

ADMINISTRATION FOR

SUMMARY OF EXPENDITURES FY 1984

FINANCIAL ASSISTANCE GRANTS

I. Federally Recognized Native Americans

A. Tribes

67	Continuations and Supplements	$8,764,440
44	New Grants	4,171,205
111	Title Grantees	$12,935,645

B. Alaska

15	New Grants	$1,480,944
15	Total Grantees	$1,480,944

C. Served Through Consortia Agreements

2	New Grants	$286,606
3	Continuations and Supplements	707,919
5	Total Grantees	$994,525

II. Non-Federally Recognized Native Americans

A. Tribes

14	Continuations and Supplements	$1,147,400
9	New Grants	545,874
23	Total Grantees	$1,693,274

B. Urban

32	Continuations and Supplements	$3,361,073
11	New Grants	775,668
43	Total Grantees	$4,136,741

C. Rural

1	New Grant	$90,000
1	Continuation and Supplement	107,590
2	Total Grantees	$197,590

NATIVE AMERICANS

D. Served Through Consortia Agreements

3	Continuations and Supplements	$533,195
3	New Grants	302,212
6	Total Grantees	$835,407

III. Native Hawaiians

2	Continuations and Supplements	$871,481
3	New Grants	298,296
5	Total Grantees	$1,169,777

IV. Special

13	Continuations and Supplements	$3,511,600
2	New Grants	119,497
15	Total Grantees	$3,631,097

V. Interagency Agreements

2	Agreements to transfer funds from ANA to other agencies	$275,000

Training and Technical Assistance

1	Transfer to another agency	$350,000
37	Grants	635,948
38	Total Grants	$985,948

Research, Demonstration and Evaluation

12	Grants	$699,999
	TOTAL OBLIGATIONS	$29,035,947
	Transfers to ANA from other agencies	- 50,000
	Transfers from ANA to other agencies	+ 14,052
		$28,999,999

BUDGET AUTHORITY FISCAL YEAR 1984 $29,000,000

ANA SEDS GRANTS - FY 1984

I. Federally Recognized Native Americans

A. Tribes

GRANTEE	STATE	FY 1984 AMOUNT	
Creek Nation East of the Mississippi	AL	$50,000	
Cocopah Indian Tribe	AZ	22,988	NEW
Havasupai Tribe	AZ	77,758	NEW
Hopi Tribal Council	AZ	306,553	
Pascua Yaqui Tribe	AZ	98,763	NEW
San Carlos Tribal Council	AZ	109,752	
Yavapai-Apache Community Council	AZ	127,653	
Tule River Tribe	CA	220,000	NEW
Covelo Indian Community Council	CA	31,000	
Fort Bidwell Indian Reservation	CA	336,482	
Hoopa Valley Business Council	CA	135,960	
Robinson Rancheria Citizens Council	CA	127,099	NEW
Southern Ute Tribal Council	CO	123,843	
Ute Mountain Tribal Council	CO	85,242	
Mashantucket Pequot Tribe	CT	101,890	NEW
Miccosukee Business Committee	FL	21,000	
Seminole Tribe of Florida	FL	145,130	NEW
Coeur d'Alene Tribe	ID	252,681	
Kootenai Tribe	ID	125,000	
Nez Perce Tribal Executive Committee	ID	230,022	NEW
Shoshone - Bannock Tribes	ID	86,803	NEW
Sac & Fox Tribe of Missouri	KS	24,591	NEW
Kickapoo Tribe in Kansas	KS	90,827	NEW
Prairie Band Potawatomi Indians	KS	40,000	NEW
Houlton Maliseet Band Council	ME	119,280	
Passamaquoddy Tribal Council	ME	186,000	
Coushatta Tribe	LA	15,000	NEW
Tunica-Biloxi Indians of Louisiana	LA	50,000	NEW
Bay Mills Indian Community	MI	86,215	
Grand Traverse Band of Ottawa and Chippewa	MI	89,649	
Keweenaw Bay Tribal Council	MI	73,867	
Saulte St. Marie Chippewa Tribe	MI	30,000	
Hannahville Tribal Council	MI	97,960	NEW

GRANTEE	STATE	FY 1984 AMOUNT	
Fond Du Lac Reservation Business Committee	MN	$72,225	
Leech Lake Reservation Business Committee	MN	222,269	
White Earth Reservation Business Committee	MN	224,977	
Choctaw Tribal Council	MS	366,178	
Assiniboine and Sioux Tribes	MT	67,884	NEW
Blackfeet Tribal Business Council	MT	88,243	
Chippewa Cree Business Committee	MT	110,800	
Fort Belknap Community Council	MT	162,709	
Northern Cheyenne Tribe	MT	66,506	NEW
Confederated Salish & Kootenai Tribes	MT	70,000	NEW
Standing Rock Sioux Tribal Council	ND	60,956	
Three Affiliated Tribal Business Council	ND	119,232	
Turtle Mountain Tribal Council	ND	99,856	
Eastern Band of Cherokee Indians	NC	246,383	NEW
Winnebago Tribe of Nebraska	NE	102,586	NEW
Omaha Tribe of Nebraska	NE	137,826	NEW
Jemez Pueblo	NM	87,289	NEW
Jicarilla Apache Tribe	NM	205,036	
Mescalero Apache Tribal Council	NM	211,862	
Santo Domingo Pueblo	NM	116,367	
Zia Pueblo	NM	60,579	
Zuni Pueblo	NM	173,164	
Pueblo of Tesuque	NM	56,066	NEW
Pueblo of Acoma	NM	150,000	
Ely Colony Council	NV	61,283	NEW
Ft. McDermitt Paiute Shoshone	NV	48,000	
Las Vegas Paiute Tribal Council	NV	87,990	
Walker River Paiute Tribal Council	NV	61,905	
Shoshone Paiute Tribes	NV	37,070	NEW
Seneca Nation	NY	207,000	
Osage Nation	OK	74,135	NEW
Cherokee Nation of Oklahoma	OK	230,429	
Apache Business Committee	OK	30,000	
Chickasaw Nation	OK	339,960	
Kaw Tribe	OK	110,000	
Kiowa Tribe of Oklahoma	OK	86,977	
Pawnee Business Council	OK	74,611	
Quapaw Tribe of Oklahoma	OK	66,095	

GRANTEE	STATE	FY 1984 AMOUNT	
Sac and Fox Tribe of Oklahoma	OK	$100,299	
Seneca Cayuga Tribal Business Committee	OK	78,487	NEW
Muscogee (Creek) Nation	OK	127,601	
Citizens Band of Potawatomi of Oklahoma	OK	112,500	NEW
Tonkawa Tribal Council	OK	75,000	NEW
Kickapoo Tribe of Oklahoma	OK	74,873	NEW
W.C.D. Enterprises	OK	144,265	NEW
Cheyenne-Arapaho Tribes of Oklahoma	OK	80,000	NEW
Klamath Tribe	OR	120,000	
Confederated Tribes and Bands of the Umatilla	OR	51,345	
Confederated Tribes of Warm Springs	OR	89,100	NEW
Cow Creek Band of Umpqua Tribe	OR	60,153	NEW
Oglala Sioux Tribal Council	SD	95,043	
Cheyenne River Sioux Tribe	SD	161,698	NEW
Sisseton-Wahpeton Sioux Tribe	SD	48,749	NEW
Rosebud Sioux Tribe	SD	100,000	NEW
Narragansett Tribe	RI	192,526	
Narragansett Tribal Cooperative	RI	30,972	NEW
Paiute Indian Tribe of Utah	UT	71,642	
Ute Indian Tribe	UT	149,670	NEW
Colville Confederated Tribes	WA	51,892	
Jamestown Klallam Tribe	WA	50,000	
Upper Columbia United Tribes	WA	114,000	NEW
Kalispel Indian Tribe	WA	68,075	
Lummi Indian Tribe	WA	161,000	
Makah Tribal Council	WA	226,959	
Muckleshoot Tribal Community Council	WA	244,584	
Nisqually Indian Community Council	WA	44,242	
Port Gamble Community Council	WA	119,279	
Spokane Business Council	WA	271,213	
Swinomish Indian Tribal Council	WA	150,000	
Suquamish Tribal Council	WA	86,088	
Tulalip Tribes	WA	161,943	
Yakima Indian Nation	WA	90,703	
Upper Skagit Indian Tribe	WA	101,242	NEW
Oneida Tribe of Indians of Wisconsin	WI	99,016	
Lac Courte Orielles Tribal Government	WI	163,838	NEW
Red Cliff Band of Lake Superior	WI	40,708	NEW
Lac Du Flambeau Band of Lake Superior	WI	110,092	NEW
Shoshone and Arapaho Joint Business Council	WY	103,393	
TOTAL		**$12,935,645**	

GRANTEE	STATE	FY 1984 AMOUNT	
B. Alaska			
Aleut Community of St. Paul	AK	$152,200	NEW
Angoon Community Association	AK	59,596	NEW
Aleutian Pribilof Islands Association	AK	73,632	NEW
Association of Village Council Presidents	AK	86,714	NEW
Cooper River Native Association	AK	42,077	NEW
Fairbanks Native Association, Inc.	AK	64,652	NEW
Ketchikan Indian Corporation	AK	95,717	NEW
Nikolai Village Council	AK	150,000	NEW
Native Village of Kotzebue	AK	90,353	NEW
Village of Selawik	AK	210,000	NEW
Maniilaq Association	AK	51,409	NEW
North Pacific Rim	AK	152,438	NEW
Tlingit and Haida Central Council	AK	76,750	NEW
St. George Traditional Council	AK	145,000	NEW
Stevens Village Council	AK	30,406	NEW
TOTAL		**$1,480,944**	
C. Native Americans Served Through Consortia Arrangements:			
Inter-Tribal Council of CA., Inc.	CA	88,095	NEW
Eight Northern Indian Pueblos Council	NM	271,090	
Five Sandoval Indian Pueblos, Inc.	NM	167,000	
South Puget Inter-Tribal Planning	WA	198,511	NEW
Great Lakes Inter-Tribal Council, Inc.	WI	269,829	
TOTAL		**$994,525**	
II. Non-Federally Recognized Native Americans			
A. Tribes			
Mowa Band of Choctaw Indians	AL	83,762	
Pisinemo Development Authority	AZ	114,850	NEW
DNA Peoples Legal Service	AZ	77,218	

GRANTEE	STATE	FY 1984 AMOUNT	
Florida Tribe of Eastern Creeks, Inc.	FL	$8,345	NEW
Wampanoag Tribal Council of Gay Head	MA	75,000	
Mashpee Wampanoag Indian Tribal Council	MA	25,850	NEW
The Miami Nation of Indians of Indiana	IN	14,868	
Jena Band of Choctaw Indians	LA	39,915	NEW
Aroostook Micmac Council, Inc.	ME	62,332	
Brotherton Nation, Inc.	MI	74,890	NEW
Potawatomi Indian Nation, Inc.	MI	90,445	
Many Tribes, Inc.	MS	150,000	
The Little Shell Band of Chippewa	MT	19,905	NEW
Powhatan-Renape Nation	NJ	64,000	
Coharie Intra-Tribal Council, Inc.	NC	94,156	
Lumbee Regional Development Association	NC	120,000	
Waccamaw Siouan Development Association, Inc.	NC	119,077	
Haliwa-Saponi Tribe, Inc.	NC	98,189	NEW
Tuscarora Tribe of North Carolina	NC	78,930	NEW
Confederated Tribes of Grand Ronde	OR	77,700	
Abenaki Self-Help Association	VT	89,762	
Steilacoom Tribe of Indians	WA	29,080	
Samish Indian Tribe	WA	85,000	NEW
TOTAL		**$1,693,274**	
B. Urban			
Indian Development District of Arizona	AZ	84,851	
Native Americans for Community Action	AZ	65,411	
Phoenix Indian Center, Inc.	AZ	163,959	
California Indian Manpower Consortium	CA	138,698	NEW
California Indian Manpower Community Board	CA	78,000	
Candelaria American Indian Council, Inc.	CA	135,000	
Community Action for the Urbanized Indians, Inc.	CA	173,027	
Fresno American Indian Council, Inc.	CA	29,071	
Inter-Tribal Friendship House	CA	59,559	
Northern California Indian Development Council	CA	168,133	

GRANTEE	STATE	FY 1984 AMOUNT	
Indian Center of Lawrence, Inc.	KS	$30,934	NEW
Boston Indian Council	MA	92,596	
Baltimore American Indian Center	MD	72,790	
Michigan Indian Benefit Association	MI	84,491	
Genessee Valley Indian Association	MI	42,805	
Grand Rapids Inter-Tribal Council	MI	115,681	
North American Indian Association of Detroit	MI	89,662	
Southeastern Michigan Indians, Inc.	MI	100,000	
Minneapolis American Indian Center	MN	200,000	
Upper Midwest American Indian Center	MN	65,484	
Native American Center, Inc.	MT	63,474	NEW
Cumberland County Association for Indian People	NC	95,000	
Metrolina Native American Association	NC	75,478	NEW
Guilford Native American Association	NC	122,267	
United Tribes Educational Technical Center	ND	66,669	NEW
American Indian Center of Omaha	NE	67,656	NEW
Indian Center, Inc.	NE	79,335	
Nebraska Indian Development Corp. Board	NE	42,759	NEW
Nevada Urban Indians	NV	12,000	
American Indian Community Center	NY	75,000	NEW
Native American Center	OK	135,305	
Native American Coalition of Tulsa	OK	90,000	
Committee for American Indian Development	OK	90,000	
Urban Indian Council, Inc.	OR	38,838	
Council of Three Rivers	PA	100,000	NEW
Rhode Island Indian Center, Inc.	RI	125,000	
Council of Native Americans	SC	50,000	NEW
Rapid City Indian Service Center, Inc.	SD	113,972	
American Indian Services (Sioux Falls)	SD	65,000	NEW

GRANTEE	STATE	FY 1984 AMOUNT	
American Indian Community Center	WA	$75,000	
Council for Tribal Employment Rights	WA	400,000	
Seattle Indian Center	WA	100,308	
United Indian Association of Central Washington	WA	53,528	
TOTAL		**$4,136,741**	
C. Rural			
Central Maine Indian Association, Inc.	ME	107,590	
Organization of the Forgotten American	OR	90,000	NEW
TOTAL		**$197,590**	
D. Native Americans Served Through Consortia Arrangements			
Indian Action Council of NW California	CA	45,242	
Small Tribes of Western Washington	WA	413,663	
Michigan Inter-Tribal Council	MI	110,000	NEW
Farmington Inter-Tribal Organization	NM	103,000	NEW
United South and Eastern Tribes, Inc.	TN	89,212	NEW
Northwest Inter-Tribal Court System	WA	74,290	
TOTAL		**$835,407**	
III. Native Hawaiians			
Hou Hawaiians	HI	110,110	NEW
Alu Like, Inc.	HI	800,000	
Office of Hawaiian Affairs	HI	71,481	
Honolulu Community Action Program	HI	65,748	NEW
Ho 'Ala Kanawai, Inc., Keanae-Wailuanui	HI	122,438	NEW
TOTAL		**$1,169,777**	

GRANTEE	STATE	FY 1984 AMOUNT	
IV. Special			
California Indian Council on Aging, Inc.	CA	$82,000	
Registry for the Performing Arts	CA	45,000	
Southern California Chairmen's Association	CA	214,000	
National Urban Indian Council	CO	275,000	
Council of Energy Resource Tribes, Inc.	CO	750,000	
Native American Rights Fund	CO	821,777	
Americans for Indian Opportunity	DC	125,000	
Michigan Indian Child Welfare Agency	MI	28,900	NEW
Montana Indian Targeted Jobs	MT	185,400	
Montana Inter-Tribal Policy Board	MT	150,000	
All Indian Pueblo Council	NM	482,834	
National Indian Lutheran Board	IL	47,205	
Oklahomans for Indian Opportunity	OK	237,760	
Columbia River Inter-Tribal Fishery Commission	OR	95,624	
Institute for Indian Development, Inc.	LA	90,597	NEW
TOTAL		**$3,631,097**	
V. Interagency Agreements - Transfers to Other Agencies from ANA			
1. Department of Interior			
(a) Presidential Commission on Indian Reservation Economies		$125,000	
2. Bureau of Indian Affairs			
(a) Assistance to the Grant Lakes Indian Fish Commission, WI		$150,000	
TOTAL		**$275,000**	

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ANA TRAINING/TECHNICAL ASSISTANCE GRANTS
FY 1984

Interagency transfer to:

Department of Energy Council of Energy Resource Tribes	$350,000

GRANTEE:	STATE	FY 1984 AMOUNT
Copper River Native Association	AK	14,121
Nikolai Village Council	AK	10,000
Poarch Band of Creeks	AL	25,000
Havasupai Tribe	AZ	9,282
Robinson Rancheria Citizens Council	CA	24,950
Candelaria American Indian Council	CA	8,600
Indian Action Council of NW California	CA	3,264
Native American Rights Fund, Inc.	CO	25,000
Mashantucket Pequot Tribe	CT	25,000
Americans for Indian Opportunity, Inc.	DC	25,000
Alu Like, Inc.	HI	25,000
Hou Hawaiian	HI	22,000
Honolulu Community Action Program	HI	6,000
Coharie Intra-Tribal Council, Inc.	NC	15,000
Eastern Band of Cherokee Indians	NC	20,000
Lumbee Regional Development Association, Inc.	NC	17,500
Cumberland County Association for Indian People	NC	15,295
Indian Center, Inc.	NE	5,250
Five Sandoval Indian Pueblos	NM	23,110
Jicarilla Apache Tribe	NM	25,000
Pueblo of Jemez	NM	7,039
All Indian Pueblos Council	NM	24,830
Pueblo of Tesuque	NM	22,340
Walker River Paiute	NM	25,000
Potawatomi Indian Nation, Inc.	MI	24,673
Grand Rapids Inter-Tribal	MI	13,070
Sault Ste. Marie Tribe of Chippewa Indians	MI	15,598

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GRANTEE	STATE	FY 1984 AMOUNT
Fort Belknap Indian Community	MT	$5,499
Northern Cheyenne Tribe	MT	25,000
Osage Nation of Oklahoma	OK	14,034
Urban Indian Council, Inc.	OR	5,256
Naragansett Indian Tribe	RI	25,000
South Puget Intertribal Planning Agency	WA	20,948
Muckleshoot Indian Tribe	WA	25,000
Steilacoom Tribe of Indians	WA	10,000
Nisqually Indian Tribe	WA	10,948
Abenaki Self-Help Association, Inc.	VT	17,341
TOTAL		**$985,948**

In addition, $14,052 was transferred to the Ceiling for 8-15 "Evaluation and Other" contracts.

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ANA RESEARCH/DEMONSTRATION/EVALUATION GRANTS - FY 1984

GRANTEE	STATE	FY 1984 AMOUNT
Arizona Department of Economic Security	AZ	$11,118
Tule River Tribe	CA	65,000
Corp. for American Indian Development	CA	100,000
United Indian Development Association	CA	160,000
Juarez Association, Inc.	CA	45,481
Council of Energy Resource Tribes	CO	70,400
Standing Rock Sioux Tribe	ND	5,000
American Indian Law Center, Inc.	NM	40,000
American Indian Law Center	NM	3,000
Three Feathers Associates	OK	10,000
Seminole Tribe of Florida, Inc.	FL	180,000
Council of 3 Rivers American Indian Center	PA	10,000
TOTAL		**$699,999**

TRANSFERS TO ANA FROM OTHER AGENCIES

To provide assistance in a project aimed at helping tribes to examine and address issues aimed at improving their self-government capabilities.

(a) from the Bureau of Indian Affairs to Americans for Indian Opportunity, D.C.	$50,000
TOTAL	**$50,000**

TRANSFERS FROM ANA TO OTHER HDS AGENCIES

Ceiling for (8-15) "Evaluation and Other" Contracts

(b) Social and Economic Development Strategies - Implementing Training to United Indian Development Associations, CA	14,052
TOTAL	**$14,052**